

County of Los Angeles Quality and Productivity Commission
PRODUCTIVITY INVESTMENT FUND PROPOSAL
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: May 1, 2019

Department: Department of Health Services

Date: 04/2/20

Project Name: Emergency Response to COVID-19

PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.

The Department of Health Services (DHS) provides health care to the most vulnerable patients in Los Angeles County. The emerging pandemic related to COVID-19 is requiring DHS to adapt quickly to meet the needs of our patients. The funds will be used to purchase lifesaving equipment and supplies.

SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.

According to the World Health Organization, "COVID-19 is the infectious disease caused by the most recently discovered coronavirus. This new virus and disease were unknown before the outbreak began in December 2019." COVID-19 is a fast spreading virus with a higher morbidity and mortality rate than the flu. The contagious nature of the virus is requiring health service providers to ramp up services in order to meet the current and anticipated needs of patients. The disease that produces more severe symptoms in individuals with underlying health conditions. Many of the patients seen at DHS facilities have comorbid health conditions, often exacerbated by social determinants of health.

Currently our ability to conduct in-house testing is severely limited. The requested PIF funds will enable us to increase our ability to test patients in order to guide clinical treatment decisions and save lives.

The funding requested herein will be used to ramp up existing infrastructure and direct services in order to effectively identify patients with the condition, treat symptoms effectively, improve patient health outcomes and protect our staff who are providing lifesaving services. This will result in an improved ability to collect data on the extent of the emerging crisis, improve health outcomes, protect public health and slow the progression of the spread of the virus. As of this writing, the Centers for Disease Control and Prevention report that there are 213,144 cases of COVID-19 in the United States and 4,513 individuals have died. The LAC Department of Public Health has reported 3,518 identified local cases and 65 deaths. We know that that is the beginning and more cases are expected.

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EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.

The purchase of laboratory equipment and corresponding medical supplies will allow DHS to improve our ability to test for the virus, which will give us a better understanding of the scope of the problem, related morbidity and mortality rates and enhance our ability to plan, implement and evaluate processes and protocols to meet emergent needs.

One of the performance measures will be the ability to establish critical baseline data on the number of identified cases and analyze change over time.

The ability to conduct in-house testing with high reliability will reduce the number of false negatives which will ensure vital resources are expended appropriately. The availability of sufficient test kits is a prerequisite for conducting in-house testing and improving the turnaround for test results.

Is this an Information Technology project? If yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below.

☐ Yes ☒ No ☐ N/A

Amount Requested:

<u>Loan</u>	<u>Grant</u>	<u>Total</u>
_____	<u>1,500,000</u>	\$0.00

Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.

	<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>	<u>Project Year 3</u>
A. Annual Cost of Current Process:				
B. Estimated Annual Cost of Proposal:				
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)

Funds are needed as soon as possible to meet the needs of an emerging pandemic.

Quality and Productivity Manager (Print and Sign)
Connie Salgado-Sanchez

Connie Salgado-Sanchez
ORIGINAL SIGNATURE ON FILE

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Project Manager (Print and Sign)
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Department CIO/IT Manager (Print and Sign) N/A Telephone Number E-mail	Budget/Finance Manager (Print and Sign) Telephone Number E-mail
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Department Head (Print and Sign) Christina R. Ghaly, M.D. Original Signature on File E-mail cghaly@dhs.lacounty.gov </div> <div style="width: 45%; text-align: right;"> Telephone Number </div> </div>	

**** Original Signatures Required ****

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QUESTIONS

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes _____ No X _____

If so, when (date)?

2. Was this proposal included in the department's current budget request?

Yes _____ No X _____ If no, why not?

This is in response to an emerging medical emergency.

3. How many years will it take for the loan to be paid back (3 years maximum without special approval)? Where will the funds come from to repay the loan?

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

4. Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost? Yes

COVID-19 is quickly upending all aspects of contemporary life. Workplaces, schools, places of worship, outdoor recreational areas and countless small businesses have been shuttered to prevent group gatherings as a means of limiting community spread of the virus.

Effective, strategic containment of the spread of the virus will help improve long term health outcomes and quality of life. An ineffective response will result in higher morbidity, mortality and deleterious long-term economic outcomes resulting from the need to care for sicker patients over a longer period of time. There is also an urgent need to protect our front-line physicians, nurses and ancillary staff from infection. The ability to test for the virus in-house will enable medical staff to determine if a patient has COVID-19. This will help the attending medical staff to offer the most appropriate timely treatment and take needed precautions to protect themselves and others.

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5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

DHS is constantly evolving to better meet the needs of the communities we serve. The proposal to improve our capacity to effectively identify and treat patients with this new condition complements the breadth of services already offered to patients throughout the County. The emergence of this new virus does not deter us from our departmental commitment to serve over 600,000 unique patients every year. DHS continues to care for patients who have cancer, heart attacks, strokes, accidents and a variety of other conditions. The fast spread of this new virus however, complicates our ability to continue providing exceptional appropriate care to our current patients and the likely increase in new patients who may ultimately require a higher level of care.

DHS has established protocols and procedures in place to collaborate with the public and private sector and continues sharing best practices and innovative use of technology. The proposed purchase of vital laboratory equipment and materials as described in this proposal will allow DHS to streamline our productivity by enhancing our in-house testing capabilities. Perhaps most significantly, access to adequate testing will help prevent further spread of the virus in a county with approximately 10 million residents. The County to continue meeting the emerging needs of our community in accordance with our Strategic Goals and Objectives.

6. (150 words) Is the proposal a pilot project? If so, what are the conditions for further expansion or development? No, this is an emerging situation that will require both an immediate emergency response and long-term planning to effectively respond to the fast-growing pandemic. The funding will enable us to implement a means of in-house testing for COVID-19. A correct diagnosis will lead to appropriate treatment and improved patient outcomes.
7. (300 words) Toward which current County objectives will this project maximize and leverage resources and/or drive innovation and operational effectiveness. What current County processes or functions will be eliminated or streamlined via productivity enhancements and/or quality improvements?

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The emerging situation is requiring constant evaluation and problem solving around newly identified needs. DHS has established a COVID-19 Oversight Committee comprised of DHS leadership. The committee is conferring daily to problem solve around patient care and staff safety. The group is continuously driving innovative approaches as a means of improving operational effectiveness.

Laboratories, primary health care providers, specialty care providers, hospitals and administrators are essential to this fight. With the right equipment and supplies, the health delivery system will be able to function at a high level of productivity and produce high quality results and data.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan goal?
If yes, please explain.

Yes, this proposal relates to:

Goal III. Make Investments That Transform Lives

We will aggressively address society's most complicated social, health, and public safety challenges. We want to be a highly responsive organization capable of responding to complex societal challenges – one person at a time.

We will accomplish this by:

- Increasing our focus on prevention initiatives;
- Enhancing our delivery of comprehensive interventions; and
- Reforming service delivery within our justice systems.

DHS services touch multifaceted groups of our community who have complex stories and needs. We provide healthcare across the lifespan and proudly serve the most vulnerable including individuals who are experiencing homelessness, mental illness and criminal justice involvement. This has resulted in a complex health delivery system that responds creatively and effectively to emerging complex situations like the one we are facing now.

Managing the COVID-19 situation effectively now will transform the lives of our patients, staff and those who rely on them.

9. (150 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain.

Yes, it will improve the County Image and improve relationships with the County's constituents. Our constituents are eagerly looking for competent leadership to see us through this devastating outbreak. There is ample misinformation circulating on the internet and County Department leadership is rising to the occasion, continuously offering timely, factual information

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to the individuals and families that have been ordered to shelter in place for the foreseeable future.

10.(150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

DHS leadership prides itself on being effective collaborators. Now more than ever, the emerging situation is facilitating the breakdown of silos and continuously seeking new opportunities to share data germane to our collective goal of improving patient health outcomes, quality of life and public safety. DHS is leveraging existing relationships with other County departments especially the Departments of Public Health and Mental Health in order to improve the comprehensive health services we provide to County residents. DHS is well versed on helping people with complex life situations and has responded by opening innovative programming such as Housing for Health and the Office of Diversion and Reentry which serve individuals with supportive housing needs and individuals who are deemed incompetent to stand trial due to mental health and other conditions.

11.(150 words) Where did the original idea for this project come from?

This is an emergency response to a fast-moving pandemic. DHS is requesting support in purchasing laboratory equipment and the corresponding COVID-19 test kits. Purchasing the laboratory equipment without the test kits would make the lab equipment useless. It would be like purchasing a razor without a blade and expecting a close shave. There is a nationwide shortage of available test kits and DHS is ordering the coronavirus test kits from our vendors and we are uncertain if they will be able to provide all that we are ordering, but we are ordering what we need. As of this writing, Los Angeles County has not received test kits from the federal government and is proactively pursuing the purchase of the test kits from various sources.

In-house testing will substantially increase our ability to test quickly and provide vital information to our medical staff and our patients.

When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

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2019-20

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ 1,500,000

2021-22

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2022-23

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

IMPLEMENTATION PLAN

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
		\$	\$

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LINE ITEM BUDGET DETAIL
 (Work with your Budget Analyst)

Services and Supplies

List all services and supplies here

(a) Total services and supplies \$

Item Description	Amount
COVID-19 test kits and corresponding lab equipment to be used by DHS facilities	\$ 1,500,000

Other Charges

List all other charges here

(b) Total other charges \$

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Fixed Assets

List all equipments and other fixed assets here

(c) Total fixed assets \$

TOTAL COSTS (a+b+c) \$1,500,000